

 <b>Employment – 14<sup>th</sup> June 2017</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Fit for the Future People Processes	
<b>For further information about this report please contact</b>	Elaine Priestley Senior HR Officer 01926 456682	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	None	
<b>Background Papers</b>	None	

<b>Contrary to the policy framework:</b>	Yes/No
<b>Contrary to the budgetary framework:</b>	Yes/No
<b>Key Decision?</b>	Yes/No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes/No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	Yes/No (If No state why below)

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	May 2017	CMT
Head of Service		
CMT		As above
Section 151 Officer	May 2017	Mike Snow
Monitoring Officer	May 2017	Andy Jones
Finance	May 2017	
Portfolio Holder(s)	May 2017	Cllr Mobbs
<b>Consultation &amp; Community Engagement</b>		
Full consultation has taken place with Unions and CMT/SMT, the report presented and supported at Member Trade Union Joint Panel.		
<b>Final Decision?</b>		Yes/No
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **SUMMARY**

- 1.1 This report proposes amendments to the Council's Fit for the Future Employment Processes with the aim of providing alternative options to match the needs of the business and support employees through change.
- 1.2 It introduces an 'assimilation process' whereby staff whose roles are changing but not subject to a redundancy process are assimilated into a revised role rather than put at risk and matched into a role that largely comprises their substantive duties.

## 2. **RECOMMENDATION**

- 2.1 It is recommended that Members note and approve the revised Fit for the Future People Processes as shown in Appendix 1 that:
  - a. Includes the option to assimilate members of staff to revised roles as a result of staffing reorganisation.
  - b. Removes references to Systems Thinking Interventions and Experimentation Process as these have now evolved into more proactive consultation processes.
  - c. This process is operated in conjunction with the current Redeployment and support mechanisms.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The FFF Employment Processes have been reviewed and revised with a view to minimising prolonged periods of uncertainty and potential redundancy for colleagues.
- 3.2 Legal advice has been sought and full consultation, has taken place, with the Unions to ensure that colleagues continue to be supported, retained and redeployed through organisational change. UNISON fully supports the proposed amendments.

## 4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – the report does not impact on the policy framework
- 4.2 **Fit for the Future** – The proposed revisions sit within the Fit for the Future People Processes objectives of:
  - (i) Retaining skills, expertise and knowledge;
  - (ii) Preventing avoidable job losses;
  - (iii) Creating organisational flexibility; and
  - (iv) Avoiding the need for redundancy and early retirement
- 4.3 The process has been subject to full consultation and trade unions.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework, including the process set out in the Budget and Policy Framework Procedure Rules within the Constitution.

## 6. **RISKS**

- 6.1 The risk of not implementing the proposals is that the Council continues to put members of staff at risk of redundancy where an alternative approach will still fit within the Council processes.

## 7. **ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 The alternative is not to introduce the revision to the current processes. Whilst this should achieve the same outcomes, it would not reduce the impact of the effect of the change process on staff.

## 8. **BACKGROUND**

- 8.1 This Committee last considered the Fit for the Future Employment Process on 5th April 2011. Since that time:
- 35 reviews have been carried out
  - 202 staff put at risk
  - 143 (including some staff more than once) staff matched
  - 4 staff matched and appealed successfully
  - 1 member of staff not matched and appealed
  - 57 redundancies
- 8.2 It is appropriate to review existing processes to ensure that they still meet the needs of the organisation given the greater emphasis for flexibility within the workplace to meet changing demands and budgetary pressures.
- 8.3 Members will be aware that currently if a reorganisation is proposed, roles that are subject to change are deleted from the establishment, officers put at risk of redundancy, new roles created and a matching process takes place with a view to securing suitable, alternative employment. In the instances where there has been a diminution of duties this is a redundancy situation and the above approach correct. See Appendix 2 Definition of Redundancy.
- 8.5 This proposed process explores an alternative method for managing instances where the Council is implementing a reorganisation of roles and duties to achieve a more flexible focussed approach, and there is no significant reduction in duties. See Appendix 2 Variation of Contracts.
- 8.6 This approach works in conjunction with the current Redeployment Policy and supplements the 'At Risk' and job matching processes in redundancy situations.
- 8.8 In accordance with the revised process, where staff whose posts are changing as a result of a reorganisation, rather than being consulted that their posts are being deleted and they are at risk of redundancy, would be consulted that their role is changing but their employment secure. The same consultation process as previously would be followed to reach agreement in relation to the proposed changes. It is important to note that existing parameters for redeployment would be adhered to for 'assimilation' processes. That is the:
- changes to the role must be reasonable
  - duties largely similar to those currently carried out
  - knowledge, skills and experience must be broadly similar or achievable in short period of time

- a grade difference of plus or minus one is acceptable and reasonable with salary protection
- 8.9 In the event that a member of staff does not agree to the changes, there is the right of appeal to the HR Manager but if the Council maintains they are reasonable a dismissal and re-engagement process will be followed.

As with our existing process full support for staff relating to counselling, 1-1, learning and development opportunities would continue to be in place to ensure that staff are fully supported throughout the transition.